

January 30, 2025

Mr. Levi Dyer
Purchasing Manager
City of Greeley, Colorado
Purchasing@greeleygov.com
970-350-9333 (phone)

Mr. Dyer:

Provident Resources Group Inc. (“Provident” or “PRG”) appreciates the opportunity to respond to the City of Greeley, Colorado’s (“Greeley” or “City”) Request for Qualifications to serve as the Capital Financing Conduit Borrower for the City’s West Side Project. Provident has had the pleasure of working with the City, The Water Valley Company, and the rest of the development team over the last year, and it is our objective to continue in our role as a committed partner to Greeley as we work to make this unique vision come to life.

Extensive Experience. Over the last 25+ years, Provident has become the preeminent nonprofit partner for municipal, higher education, and nonprofit healthcare organizations around the country. To date, Provident has accessed over \$6.3 billion in capital to fund its mission-based projects in 28 states and the District of Columbia, including projects in Colorado. Furthermore, Provident has roughly \$5.2 billion in assets currently under management, including Hotel Polaris, our 375-key independent hotel at the North Gates of the US Air Force Academy in Colorado Springs.

Experienced Leadership. We acknowledge that Greeley is weighing its options for nonprofit partners. While other nonprofits may also offer access to tax-exempt financing, we feel strongly that Provident brings a level of ongoing support, a team of experienced full-time professionals and a commitment to true partnership that other nonprofits cannot replicate. Provident is led by a talented 8-member management team supported by a 28-person staff of full-time, in-house professionals seasoned in tax-exempt financing for governmental, educational, and healthcare partners.

We greatly appreciate the opportunity to provide information on Provident in hopes of continuing our work as an essential partner on the City’s West Side Project. We have enjoyed working with other members of the team throughout the process to date, and we look forward to continuing our collaborative approach with them to make the Project a reality.



We are confident our credentials speak for themselves, but please feel free to reach out to me directly, as Provident's principal contact for this RFQ and our engagement, should you have questions or need additional information.

Sincerely,

Steve Hicks
Chairman & CEO
Provident Resources Group Inc.
(225) 766-3999 (Direct)
(225) 921-0734 (Mobile)
hicks@provident.org



RESPONSE TO RFQ
CAPITAL FINANCING CONDUIT BORROWER FOR
CITY MANAGER'S OFFICE
JANUARY 30, 2025



Provident Resources Group Inc.
5565 Bankers Ave. | Baton Rouge, LA 70808
(225) 766-3977 | www.provident.org

A. Cover Letter

Cover Letter included above.

B. Use of Subcontractors / Partners

In our role as the nonprofit Borrower/Owner for the Project, Provident does not anticipate using subcontractors or direct partners in this Project. The Water Valley Company, as Developer and party to the Development Agreement, would be responsible for entering into all agreements related to subcontractors on the Project, whether through a Design-Build Agreement or other agreement necessary to effectuate the subcontractor's involvement.

C. Minimum Mandatory Requirements

Provident hereby certifies that it meets each of the 5 Minimum Mandatory Requirements outlined in Section II.B of the City's Request for Qualifications.

1. [The offeror must have a minimum of 10 years of relevant experience and be able to demonstrate successful financial closing and completion of projects similar to the West Side Project.](#)

Incorporated in 1999, Provident has been successfully executing transactions for over 25 years, having reached financial close on over \$6.3 billion in transactions during that period. In every instance, projects that reached financial close resulted in completed projects. Given the ownership structure of all our projects starts from the same legal framework, we would argue that all Provident's prior projects have direct similarities to the West Side Project. More specifically, as detailed herein, Provident has undertaken numerous multi-use projects involving hospitality projects, and our portfolio now includes over 1,100 hotel rooms, and nearly 100,000 square feet of conference and meeting space, all financed through the issuance of long-term tax-exempt and taxable bonds.

2. [The offeror shall commit to an on-going relationship with the City, to include City representation on the managing board and operating committee for the West Side Project.](#)

As is the case with all of our projects, Provident's multi-tier ownership and governance structure allows for the City to have up to 20% representation on the Board of Managers for the Project, and majority representation on the Project Operating Committee. First and foremost, this is the City's Project. As the steward of the Project for the life of the financing, it is imperative that our relationship with the City be a true partnership with shared goals and objectives for the West Side Project.

3. The offeror must have direct experience as a Conduit Borrower with a proven track record of performance.

No other nonprofit in the market brings more direct experience as a Conduit Borrower than Provident. With over \$6.3 billion in financing completed, working with each of the market's preeminent investment banking partners, Provident not only has the support of these financial institutions, but also the trust of our institutional bondholders, the likes of which continue to participate in our transactions time and time again, with the comfort of knowing their investment is in the right hands.

4. The offeror must have the personnel and resources available to commence work immediately upon notification to proceed.

With the experience Provident has had working with the City and the West Side Project team for the last year or more, we believe our work has already commenced, and we have committed core members of our senior management team, including our CEO and President, to spearhead our efforts. The West Side Project is a transformational development and has the full commitment of Provident's resources throughout our engagement.

5. The offeror will be responsible for complying with any requirements of State and Federal tax laws associated with the tax-exempt financing.

Provident takes great pride in our team's knowledge and experience with the regulatory environment in which we exist and taking on the responsibility of complying with all State and Federal tax laws associated with the financing is part of the job. Our senior executives have extensive experience in the tax-exempt municipal finance world, including our CEO having practiced public finance law as a bond lawyer for 25 years and overseeing financings in 28 states in the 25 years since; our President having had 18 years as a municipal finance investment banker; our Chief Legal Officer having had almost a decade of experience as inhouse counsel at a Commercial Bank Corporate Trust Department that served as a municipal bond trustee bank; and our General Counsel having had 8 years as a lawyer with a major regional bond counsel law firm. In other words, we are confident in our ability to take on these responsibilities, as we do on all of our projects around the country.

D. Company Information

1. Provide the following information as listed:

Company Name:	Provident Resources Group Inc.
Address:	5565 Bankers Avenue Baton Rouge, Louisiana 70808
Phone Number:	(225) 766-3977
Principals:	Steve Hicks – Chairman & CEO Chris Hicks – Vice Chair & President Marla Scannicchio – Chief Financial Officer Todd Holder – Senior VP of Business Development

2. Identify the year in which your company was established and began providing consulting services.

Provident was established in 1999.

3. Describe any pending plans to sell or merge your company.

There are no pending plans to sell or merge Provident Resources Group Inc. As a national 501(c)(3), the company cannot be sold.

4. Provide a comprehensive listing of all the services you provide.

Provident's day-to-day activities are directed by a talented management team with nearly 200 years of combined experience in various project financing transactions and developments. The senior management team is supported by a sizeable corporate staff of professional and administrative personnel, which include attorneys, financial professionals, CPAs, accountants, IT, and human resources specialists all seasoned in the areas of project financings and developments for public institutions and nonprofit organizations. While our competitors often outsource such responsibilities to costly third parties, these resources enable Provident to perform "in-house" all the tasks a responsible and prudent owner would perform in connection with the development and operation of an asset.

Provident has had the pleasure of assisting the Greeley Project Team on a number of matters for the past year and we look forward to continuing to work in partnership with the City, The Water Valley Company, and the entire Greeley team throughout the pre-development, financing, construction, and long-term operational phases of the entire Greeley Westside Project. Our role is hands-on, as we take seriously our responsibility to craft financing that is structured to maximize future success. Our role in the development and financing process includes many essential services.

Asset Development

1. Preparation and submittal of project financing application to the qualified conduit bond issuer selected by the project team.
2. Establish Borrower organizational structure and prepare related documents.
3. Participation in negotiation and preparation of financing and development documents.
4. Assisting with information distributed to rating agencies (if applicable) and potential bond investors during the pricing, including participation in investor outreach.
5. Contracting with project developer under terms of a Project Development Agreement or the design/builder under a turnkey Design/Build Construction Contract, Construction Manager at Risk and other similar P3 structures.
6. Overseeing activities of Developer, Design/Builder, Architect, and third-party consultants.
7. Review and approval of all construction draw requests and submission of same to bond trustee for payment in accordance with the project financing documents.
8. Monitoring compliance with all financing and development documents.
9. Maintaining appropriate books and records relating to project development.

We fully acknowledge that getting to financial close is just the beginning of our role in each project we undertake. As the Owner of the Project for the life of the financing, Provident is committed to a true partnership with the City to ensure long-term success. Our role as an Asset Manager is ongoing and includes tackling most of the administrative burdens associated with financing of this nature.

Asset Management

1. Monitoring compliance with tax and financial covenants.
2. Ensuring appropriate financing and operational books and records are maintained.
3. Provide Project Operating Committee support and participation in regular meetings.
4. Contracting with operator for day-to-day onsite operations and ensuring compliance with IRS Rev. Proc. 2017-13 related to Qualified Management Agreements.
5. Evaluating performance of independent operators and consultants.
6. Ongoing communication with rating agencies (if applicable) and institutional investors regarding project performance and market conditions.
7. Review and oversight of the preparation of the annual budgets and operating plans.
8. Monitoring compliance with annual budgets and operating plans.
9. Review and approval of third-party contracts, as necessary.
10. Review operational reports and evaluation of compliance with applicable documents.
11. Engage an independent auditor to prepare the annual audit of the Provident SPE.
12. Oversee activities of insurance consultant to maintain required coverage(s).
13. Arranging for the calculation and payment of all required arbitrage rebate payments.
14. Disseminating all required continuing disclosure and certifications.
15. Satisfy all federal tax reporting requirements (Forms 990 and 1099).
16. Review and comment on leases with any retail tenants, if applicable.

E. Evaluation Criteria

Evaluation Criteria #1 – Company and Personnel Qualifications

1. Describe your customer service philosophy.

At Provident Resources Group, our customer service philosophy is rooted in our commitment to being a dedicated nonprofit partner for municipalities, colleges, universities, and healthcare systems. We pride ourselves on our long-term partnership approach, working collaboratively with our clients to ensure the successful realization of essential projects. Our team of experienced professionals, including lawyers, CPAs, and finance experts, brings a wealth of knowledge and expertise to each endeavor. We strive to provide exceptional service, tailored solutions, and unwavering support, fostering strong relationships with our clients to meet their unique needs and drive impactful outcomes.

2. Provide information from at least three accounts of similar scope. Include, at a minimum, the following information:

(1) Company Name, (2) Contact Name, (3) Phone Number, (4) E-Mail Address, (5) Brief description of project scope and value, and (6) Status of project.

The City reserves the right to contact the references provided in your Statement of Qualifications as well as other references without prior notification to you.

At Provident, we pride ourselves on our ability to deliver innovative financing solutions for transformative projects. On the following pages, we present a series of case studies that highlight several notable Provident projects, each of which showcases our expertise in executing transformational projects that rival the scale and scope of the City of Greeley's. Through these case studies, you will gain insight into our proven track record of fostering partnerships, enhancing community infrastructure, and driving meaningful impact across the country.

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Colorado Springs Hotel & Events Center
Provident Group - Falcon Properties LLC
Colorado Springs, Colorado

Hotel & Events Center
375 Keys | 26,000 Sq. Ft. Meeting Space



In September 2019, Provident was engaged to serve as nonprofit Owner for an exciting new project outside of the North Gates to the U.S. Air Force Academy. The Project, a 375-key upscale hotel and 26,000 square foot events center, is part of a larger development connecting the Academy and the City of Colorado Springs and includes the new Air Force Academy Visitors Center. Working within Provident’s mission of Lessening the Burdens of Government and Fostering Economic Development, the team was able to make this vision a reality.



For over two years, Provident worked closely with Blue & Silver, master developer, as well as Matthews Southwest (developer), GE Johnson (GC), CoralTree Hospitality (operator), RBC Capital Markets (underwriter), and many others, to make this project reality.

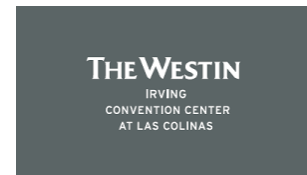
Financing Structure. The financing priced on January 13, 2022, through the issuance of \$231.89 Million in tax-exempt and taxable revenue bonds through the Industrial Development Authority of the City of Phoenix, Arizona (“PIDA”). The transaction included six series of bonds and three levels of priority, including Senior, Subordinate and Junior Lien series. The Senior Lien Bonds are rated ‘BB’ by S&P, with subsequent bonds issued as non-rated. The Bonds were underwritten by RBC Capital Markets, with structuring assistance from Becker Capital & Finance.

The Hotel Polaris opened its doors in November 2024, met with a warm reception throughout the region. We are excited to be part of such a transformative project for the State of Colorado, the City of Colorado Springs, and the United States Air Force Academy.

Contact: Mark Hille, President & CEO
Association of Graduates and Air Force Academy Foundation
(719) 659-9735 | mark.hille@usafa.org

Irving Convention Center Hotel – Westin Hotel
Irving, Texas

350 Rooms
295,000 Square Feet



In 2016 Provident was selected by the City of Irving, Texas, in partnership with Preston Hollow Community Capital, to finance the development, construction and operation of the City's new convention center hotel, a 350-key Westin adjacent to the Irving Convention Center in Los Colinas. The City had been attempting to develop the project for over a decade. After selecting Provident to utilize its 501(c)(3) nonprofit structure, the City was able to succeed in providing a high-quality hotel for the benefit of visitors to the Convention Center and the surrounding area.



Provident, through its IRS mission of Lessening the Burdens of Government, worked with the City; Garfield, its developer; Citigroup Global Markets, its placement agent; and essential legal counsel, to place \$124 million of tax-exempt and taxable bonds in the hands of Preston Hollow Community Capital.



The hotel opened its doors in April 2019. This outstanding Project serves to benefit the City of Irving and its residents, and to attract trade shows, conventions, public cultural and entertainment events, create new jobs, attract new business and help provide better quality housing for the City residents. The Hotel is meant to increase revenues to the City from the ownership and operation of the Convention Center; reduce or eliminate deficit spending provided by the City to subsidize the operation of the Convention Center; provide additional jobs to City residents; promote further economic development for the City and its residents; provide additional tax revenue to the City; and increase the well-being of the residents living in and the businesses operating in the City.

For 2022, the Hotel was the recipient of several Marriott awards within the Distinctive Premium category, including the **Guest Experience Award**, **Hotel of the Year in the Western Region**, and **Hotel of the Year for all of North America**.

Contact: Philip Sanders, Assistant City Manager
City of Irving, Texas
(972) 721-2554 | psanders@cityofirving.org

**The University of Tennessee
Knoxville, Tennessee**

University Student Housing – *Multi-Phase Project*
847 Units | 2,982 Beds



Overview. In 2024, across 2 separate financings, Provident reached financial close on \$350 million of tax-exempt and taxable revenue bonds for 2 phases of new student housing projects on the flagship campus of the University of Tennessee.

UT Knoxville, faced with growing enrollment, aging on-campus facilities, and a rapidly growing wait list from new and continuing students, implemented a Housing Inventory Management Plan that includes these important projects.

Spread across 3 on-campus sites, the Projects encompass nearly 3,000 beds across 847 units.

Financing. The Housing Projects were financed through the issuance of \$350 million fixed rate tax-exempt and taxable Student Housing Revenue Bonds by The Health, Educational and Housing Facility Board of the County of Knox, amortizing over 40 years. Security is provided by revenues of the Projects, combined with bond insurance provided by Build America Mutual. The strength of the combined security enhancements provide for S&P ratings of “BBB-” and “AA” for the underlying and insured credits, respectively.

Development & Management. RISE served as Developer, while the University is responsible for managing the Projects.



Andy Holt Rendering



Caledonia Rendering



Contact: Austin Oakes, Associate Vice President
University of Tennessee Department of Capital Projects
(865) 974-2553 | aoakes1@tennessee.edu

The University of Washington
Seattle, Washington

University Student Housing Acquisition
545 Units | 1,039 Beds



Overview. In May 2023, following a thorough procurement process, Provident was selected to serve as the nonprofit Borrower/Owner for the acquisition of 2 existing student and faculty housing projects near the flagship campus of the University of Washington (“UW”) in Seattle. Previously owned by UW, the sale of the Projects would provide funding for other key on-campus projects at the University.

The first of the two projects, Radford Court, is located approximately 2.5 miles from campus on approximately 22 acres. Made up of 399 apartment units, Radford Court houses undergraduate and graduate students, students with families, as well as University staff. The property includes 579 beds across one, two, and three-bedroom units. With a focus on affordability, approximately 32% of the units at Radford Court will be reserved for low-income student families with household incomes at or below 50% of area median income.

Nordheim Court, the second of the two projects, is located on 3 acres, less than a 10-minute walk from campus. The property consists of 460 beds across 146 units. Built in 2003, Nordheim Court rents by-the-bed with its units and operations tailored toward University students.

Financing. The acquisitions were financed on April 18, 2024, through the issuance of \$183.73 million fixed rate tax-exempt Nonprofit Revenue Bonds by the Washington State Housing Finance Commission, amortizing over 35 years, and placed by Barclays and Raymond James as Co-Senior Managers. Security is provided by revenues of the Projects, which provide for an S&P rating of “BBB-”.

Development & Management. Greystar will serve as Manager of the Projects, and as Developer on certain improvements at each property.

Contact: Robert Lubin, Director of Facilities Planning
University of Washington
(206) 543-7885 | rlubin@uw.edu

RADFORD COURT



NORDHEIM COURT



**The College of William & Mary
Williamsburg, Virginia**

Multi-Phase University Affiliated Student Housing
885 Units | 1,592 Beds
800-Seat Dining Facility



Overview. Recently, on July 12th, Provident reached financial close on over \$242 million of tax-exempt revenue bonds for essential student housing and dining projects on the campus of William & Mary in Williamsburg, Virginia.

William & Mary, established in 1693, is the second oldest higher education institution in the country. Faced with aging on-campus student housing, a significant portion of which lacked



central air, the University initiated a multi-year effort to replace and modernize its housing. Provident was chosen to serve as Owner/Borrower for this endeavor and working in collaboration with the University, Balfour Beatty, Brailsford & Dunlavey, RBC Capital Markets, and numerous other stakeholders, develop and finance these essential University projects.

Financing. The Housing Projects were financed through the issuance of \$217.165 million fixed rate tax-exempt Student Housing Revenue Bonds by the Economic Development Authority of the City of Williamsburg, Virginia, amortizing over 40 years. Security is provided by revenues of the Projects, combined with a University Contingent Lease Agreement and a bond insurance policy provided by Assured Guaranty. The strength of the combined security enhancements provides for initial ratings of “A+” and “AA” for the underlying credit and insured credit, respectively.

For the Dining Project, \$24.96 million of tax-exempt lease revenue bonds were issued simultaneously with the Housing Bonds. Also amortizing over 40 years, the Dining Bonds are secured by a direct lease obligation of William & Mary, providing a AA rating from S&P on the strength of the University credit.

Development & Management. Balfour Beatty Campus Solutions served as the Developer, with Balfour Beatty/Kjellstrom + Lee, a joint venture, serving as the Design-Builder. William & Mary is primarily responsible for managing the Projects.

Contact: Sean Hughes, Chief Business Officer
William & Mary
(757) 221-7805 | schughes@wm.edu

3. List the number of people that you can commit to working on this project and the amount of time each is expected to spend on the project.

At Provident, we take pride in our dedicated team of 36 full-time professionals, representing an exceptional commitment of human capital within the industry. We pledge the support of our entire team on an as-needed basis to ensure the best possible outcome for the City of Greeley. From a practical standpoint, however, we anticipate that the City will benefit from the expertise of five core senior management team members throughout the financing process, including our CEO, President, Senior Vice President of Business Development, Chief Legal Officer or General Counsel, and Chief Financial Officer.

Upon reaching financial close and commencing construction, additional support will be provided by our Chief Operating Officer and compliance team. Furthermore, a dedicated team of two to three accounting professionals will be committed to the Project during its operational phase. Regarding time commitment, our short answer is that we will devote as much time as necessary to achieve success.

Provide the names and resumes of the key personnel that will be performing the proposed services, including the lead manager.

Provident Resources Group - Provident is led by a professional management group of lawyers, CPAs and finance and development experts, with an overall team of approximately 36 full-time professionals in our two offices. Furthermore, Provident is guided by a diversified national board of directors experienced in higher education, finance, investment banking, law, and government administration.

Provident Leadership		Board of Directors	
Steve Hicks Founder, CEO Baton Rouge, LA	Christopher Hicks President Raleigh, NC Baton Rouge, LA	Steve Hicks Chairman Provident Resources Group Inc. Baton Rouge, LA	Christopher Hicks Vice Chairman Provident Resources Group Inc. Raleigh, NC Baton Rouge, LA
Donovan Hicks Chief Legal Officer Baton Rouge, LA	Marla Scannicchio, CPA Chief Financial Officer Baton Rouge, LA	Walter Bumphus PhD President & CEO American Assoc. of Comm. Colleges Austin, TX Washington, D.C.	Samantha Costanzo Senior Managing Director Huntington Capital Markets Chicago, IL
Pamela Forestier, CPA Chief Accounting Officer Baton Rouge, LA	David Grand Chief Operating Officer Baton Rouge, LA	Thomas H. Green III Retired; Former Managing Director Citigroup Global Markets Boston, MA	Thomas Greene III Managing Partner Liberty Street Advisory Group Athens, GA
Jamey Corkern AVP, Administrative Svcs. Baton Rouge, LA	Jaimee Boyd General Counsel Baton Rouge, LA	Nancy H. Henze Retired; Former Executive Director Municipal Assistance Corp. – NY New York, NY Aiken, SC	
Todd Holder Sr. VP for Business Development Dallas, TX	27 Additional Full-Time Staff CPAs / Accountants / Admins Provident Resources Group Inc. Baton Rouge, LA	Outside Advisors	
		Louis "Louie" Quinn, Jr. Partner Fishman Haygood LLP Baton Rouge, LA	Ken Becker President Becker Capital & Finance LLC Atlanta, GA

Day-to-day responsibilities for the City's Projects will be managed by Steve Hicks, Founder and CEO of Provident, with support provided by our core executive team, including Chris Hicks, President of Provident. We are confident that the expertise each of these professionals brings to the City's endeavor is invaluable and reflects the commitment Provident makes to each of the projects we undertake. Biographies of each of Provident's core Greeley team can be found below.

Overall Responsibility



Steve E. Hicks
Founder, Chief Executive Officer
Chairman of the Board

Provident founder, Steve Hicks, serves as the company's Chairman and Chief Executive Officer. Steve has served an integral role in every project undertaken by Provident since its inception and is largely responsible for building and leading the team of professionals that have made Provident one of the leading nonprofit partners in the industry. Steve's vision for Provident included the creation of a true, committed nonprofit partner focused on building communities and making essential projects a reality for our partners. Under his leadership, Provident has successfully financed nearly \$6.2 billion in projects around the country.

Prior to founding Provident, Steve practiced law for 25 years for several prestigious regional and national firms, specializing in public finance with additional concentration in legislative law. He participated in many public finance issues over his 25-year career in a variety of roles including bond counsel, underwriter's counsel, and counsel to the issuer. During his time practicing law, Mr. Hicks played a significant role in the formation of the Louisiana Public Facilities Authority, one of the nation's largest issuers of debt securities for a wide range of public projects and served as the principal attorney or supervising partner on approximately \$12 billion in project financings for acute care hospitals, nursing facilities, affordable housing, and numerous other essential state and local government projects.

Mr. Hicks received his Juris Doctorate from the Louisiana State University School of Law, and his Bachelor of Science from Louisiana State University.

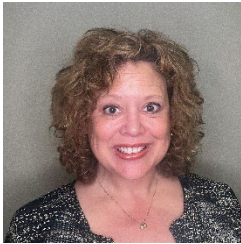


Christopher Hicks
President, Vice Chairman of the Board

As Provident's President and Vice Chairman of the Board, Mr. Hicks is a member of the executive team that establishes the company's strategy, culture, and fulfillment of its charitable missions. Mr. Hicks also spearheads Provident's public-private partnership financings, working with project partners and beneficiaries, financing partners, investors, and rating agencies to ensure successful financial execution and an ongoing commitment to our partners for the life of our engagement. His role includes management of origination, analysis, and execution efforts for transactions and project relationships across a variety of asset classes. Chris works to foster relationships with public and private universities, healthcare systems, and state and local governments, as well as development partners, allowing Provident to utilize its financing platform to further not only its non-profit missions, but the missions of each partner.

Prior to joining Provident, Mr. Hicks spent 18 years in the Public Finance Department of Citigroup Global Markets Inc., departing in 2019 as a Director in their Higher Education and Public Private Partnership Groups. During his time at Citi, Mr. Hicks worked with clients on over \$25 Billion in financing.

Mr. Hicks holds a B.A. in Economics and Political Science from Wake Forest University.



Marla Page Scannicchio, CPA
Chief Financial Officer

Marla Page Scannicchio is Provident’s Chief Financial Officer. She joined Provident in 2001 and has been an integral part of Provident’s growth over the last 23 years. Marla has participated in more than \$4 billion in debt financing. These transactions involved complex financial structures involving tax-exempt bonds, taxable loans, subordinate debt, letters of credit, and accretion bonds. During her tenure with Provident, Marla has overseen the accounting, payroll, accounts payable, human resources and information technology departments. Marla’s responsibilities have also included overseeing the Provident audits, tax returns, budgets, insurance, cash management, and tax-exempt bond compliance.

Prior to joining Provident, Marla was an accounting manager for a healthcare clinic in Baton Rouge that had over 76 physicians. She was also an audit manager for KPMG in the not-for-profit and healthcare industry. Her experience as an audit manager at KPMG involved auditing benefit plans, hospitals, pharmacies, nursing homes, as well as preparing and reviewing cost reports and tax returns.

Marla graduated from LSU in 1993 and is a Certified Public Accountant, Certified Global Management Accountant and is a member of Healthcare Financial Management Association (HFMA).



Todd Holder
Senior Vice President for Business Development

As Senior Vice President for Business Development, Mr. Holder takes a strategic role, responsible for developing and executing key corporate development objectives that continue to expand Provident’s mission areas, with a specific focus on essential services, projects and programs that offer clean, renewable, and sustainable energy solutions for communities that Provident serves. In his role, Mr. Holder cultivates and fosters new innovative partnerships with key market participants in furtherance of Provident’s core mission areas, spearheading the evaluation of each opportunity, and serving as Provident’s day-to-day representative on a wide variety of projects for the life of the engagement.

Prior to joining Provident, Todd spent 32 years serving state and local governments as a public finance investment banker, with a focus on public power, water & sewer, and other essential service infrastructure projects, for firms like Citigroup and RBC Capital Markets.

Mr. Holder received his Master of Business Administration from the University of Texas at Austin, in addition to a B.S. in Business Administration from Washington University in St. Louis, and a B.S. in Physics from Nebraska Wesleyan University. Mr. Holder holds the Series 7, 79, 53, 52, and 63 securities licenses.

Legal, Contractual & Operational Oversight



Donovan O. Hicks
Chief Legal Officer

Donovan Hicks began his professional career in 1987 in private practice specializing in general corporate and tax matters and in the representation of corporate trust departments of state and national banking institutions serving as trustee for various tax-exempt bond financings in Louisiana and other state and local jurisdictions. Since 2001, Mr. Hicks has been a member of the Provident senior management team, responsible for overseeing legal, tax, and corporate compliance issues for Provident and its affiliates, and the acquisition, financing, and development of new properties in furtherance of Provident's charitable activities.

Mr. Hicks received his Master's in Tax from Southern Methodist University in Dallas in 1987. Prior to that, he received his Juris Doctorate from the Louisiana State University School of Law, and his Bachelor of Science degree in Accounting from Louisiana State University.



David T. Grand Jr.
Chief Operating Officer

As COO, Mr. Grand is responsible for overseeing the administrative and operational functions of the organization, which includes strategic planning and collaborating with senior management to shape and guide operational efficiencies and the future growth and development of the organization in furtherance of its charitable missions. Mr. Grand is also responsible for various legal, tax and corporate compliance issues and the financing and development of new properties. Prior to joining Provident, Mr. Grand practiced corporate and securities law with a focus on complex financing transactions, mergers and acquisitions, corporate governance, and compliance matters. Prior to attending law school, Mr. Grand worked in project management for a national design-build firm where he managed the construction of multiple health care, financial and hotel construction projects.

Mr. Grand received his Juris Doctorate and Bachelor of Civil Law, magna cum laude, from the Paul M. Hebert Law Center at Louisiana State University where he was a member of the Louisiana Law Review and Order of the Coif and received his Bachelor of Science in Construction Management from Louisiana State University.



Jaimee Boyd
General Counsel

As General Counsel, Ms. Boyd is responsible for legal matters related to the operations of Provident Resources Group, Inc., including providing legal advice and guidance on corporate matters, contracts and other legal documents; ensuring compliance with applicable laws, regulations and industry standards; managing and resolving disputes; monitoring, assessing and mitigating risks; and collaborating with internal and external stakeholders to ensure Provident's best interests are protected and its charitable missions achieved. Prior to joining Provident, Ms. Boyd spent 20 years as a legal,

finance and accounting professional in the nonprofit healthcare, education, and housing sectors on tax-exempt bonds, project finance and energy as a service transactions and restructurings. In particular, she has extensive experience in tax, securities, and state law matters. Ms. Boyd is a member of the Tax Law Committee of the National Association of Bond Lawyers, a Louisiana and Colorado licensed attorney, and a member of the American Bar Association and the State Boards of Certified Public Accountants of Colorado and Louisiana (inactive).

Ms. Boyd received her Juris Doctorate from the University of Denver Sturm College of Law, where she was a Law Review senior editor, and her B.S. and M.S. in Accountancy from Wake Forest University.

4. List the names of the subcontractors you expect to use, the services to be provided by the subcontractors and the amount of time that each is expected to spend on the project. Also, include the names and resumes of the key subcontractor personnel who will be working on the project.

As noted above, while we will engage our long-time outside counsel, Fishman Haygood, and our financial advisor, Becker Capital & Finance, Provident does not expect to use subcontractors in support of our role as Borrower and Owner for the Project.

5. Provide a specific timeline or schedule for the work. Spell out milestone markers if needed.

First and foremost, the overall timeline and schedule of work, be it the financing or construction, will be developed by The Water Valley Company, as Developer, and RBC Capital Markets, as Underwriter for the bonds, subject to the review and approval of the City.

In our work with the City, Provident has already undertaken key steps in our role as the nonprofit partner, including forming “PRG – Greeley West Properties LLC”, a Colorado limited liability company established specifically to serve as Borrower and Owner of the Project. With that step already behind us, and with our in-depth understanding of the Project and the City’s overall objectives, we are prepared to hit the ground running to meet the schedule agreed to by the team.

6. Describe the methods and timeline of communication your firm will use with the City’s Program Manager, project manager, other involved City staff, and other interested parties.

The size and scope of the Project is substantial and complex, as is the overall team assembled to complete it. To ensure efficient and effective progress, we would suggest unique working groups be created, like those previously crafted by The Water Valley Company prior to this procurement, based on essential roles and responsibilities. Regular, weekly calls would be scheduled to keep each cohort on

task, whether it be financial structuring, legal, development, and/or design, with periodic update calls amongst the entire working group.

In addition to these regular calls, Provident would maintain frequent communication, through e-mail, calls, in-person meetings, and/or cloud-based document share files, with the City and its staff, to ensure that Greeley is informed every step of the way.

Evaluation Criteria #2 – Approach to Scope of Work

1. Describe any project approaches or ideas that you would apply to the West Side Project that you feel would enhance the quality of your services.

Any project with the scale and importance of the West Side Project requires a cooperative team environment of respect, trust, and transparency. Often, when Provident is referred to as a “Conduit”, it suggests that we are also viewed as a commodity. We do not believe Provident fits that category. We are the City’s long-term partner, engaged in the success of the Project for 3-plus decades following financial close. We would urge the entire team to remain cognizant of that fact, and to view our 25+ years of experience as part of the foundation of the Project’s success, including our lessons learned and our understanding of the market, future risks, and potential pitfalls that come with projects of this nature. Having accessed over \$6 billion in the municipal market, working with the market’s largest banking partners and most active investors, we do believe our experience is of particular value to the City. Taking this approach of mutual respect will ensure our knowledge and expertise are most impactful and the City gets a project best set up for success.

Evaluation Criteria #3 – Prior Experience

1. Provide experience of the key staff and firm with projects of similar scope and complexity.

Provident approaches each project as a team. There are few projects that we undertake that isn’t touched by each member of our core executive team. With an average tenure of over 10 years at Provident, and several team members who have been here since the company’s infancy, rest assured all members of the Provident Greeley team have undertaken projects similar in scope, from our hotel project at the US Air Force Academy to our 4,500+ bed student housing portfolio at Howard University amassed over a 12-year period. Each project we undertake, big or small, carries its own level of complexity, and no nonprofit is better equipped to assist Greeley in this transformational endeavor.

F. Qualifications Acknowledgement

Provided herein.

G. Certificate of Insurance

Provided herein.

H. Debarment Form

Provided herein.

EXHIBIT 1
QUALIFICATION ACKNOWLEDGEMENT

The offeror hereby acknowledges receipt of addenda numbers 1 through 2 .

Falsifying this information is cause to deem your Qualifications nonresponsive and therefore ineligible for consideration. In addition, falsification of this information is cause to cancel a contract awarded based on one or both of the above preferences.

By signing below, you agree to all terms & conditions in this RFQ.



Original Signature by Authorized Officer/Agent

Steve Hicks

Type or printed name of person signing

Chief Executive Officer

Title

5565 Bankers Avenue

Vendor Mailing Address

Baton Rouge, LA 70808

City, State, Zip

hicks@provident.org

E-Mail Address

Provident Resources Group Inc.

Company Name

(225) 766-3999

Phone Number

www.provident.org

Website Address

Confirmed

Qualifications Valid Until (at least for 90 days)

Project Manager:

Chris Hicks

Name (Printed)

5565 Bankers Avenue

Vendor Mailing Address

Baton Rouge, LA 70808

City, State, Zip

(225) 236-2070

Phone Number

cch@provident.org

Email Address

THIS EVIDENCE OF COMMERCIAL LIABILITY INSURANCE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE ADDITIONAL INTEREST NAMED BELOW. THIS EVIDENCE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND, OR ALTER COVERAGE AFFORDED BY THE POLICIES BELOW. THIS EVIDENCE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVES, AND THE ADDITIONAL INTEREST.

INSURED: Provident Resources Group Inc.
5565 Bankers Avenue
Baton Rouge, LA 70808

Coverage applies only to properties on schedule provided to carriers.

<u>LIABILITY INSURANCE</u>	<u>POLICY NUMBER</u>	<u>LIMIT OF INSURANCE</u>
Sompo America Insurance Company (GL) AM Best Rating: A+ XV	GGR30058122900	\$1M Per Occurrence \$2M General Aggregate
Sompo America Insurance Company (AL) AM Best Rating: A+ XV	GAR30018530402	\$1M Each Accident
The Continental Insurance Company AM Best Rating: A XV	7039364277	\$2M XS \$1M
Allied World National Assurance Company AM Best Rating: A XV	03138033	\$8M XS \$3M
Federal Insurance Company AM Best Rating: A++ XV	78199079	\$15M XS \$11M

CANCELLATION:
SHOULD ANY OF THE ABOVE POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.



City of Greeley
1000 10th St
Greeley, CO 80631-3808

To whom it may concern:

In our continuing effort to provide timely certificate delivery, Lockton Companies is transitioning to ***paperless delivery*** of Certificates of Insurance, thus this is your final hard-copy delivery.

To ensure electronic delivery for future renewals of this certificate, we need your email address. Please contact us via one of the methods below, referencing Certificate ID **21283212**.

- Email: mountainwestedelivery@lockton.com
- Phone: 303-728-8060

If you received this certificate through an internet link where the current certificate is viewable, we have your email and no further action is needed.

In the event your mailing address has changed, will change in the future, or you no longer require this certificate, please let us know using one of the methods above.

*The above inbox and phone number is for automating electronic delivery of certificates only. **Please do NOT send future certificate requests** to this inbox or contact the phone number below with email updates.*

Thank you for your cooperation and willingness in reducing our environmental footprint.

Lockton Companies

Lockton Companies
8110 E. Union Avenue, Suite 100
Denver, CO 80237

EXHIBIT 4
DEBARMENT/SUSPENSION CERTIFICATION STATEMENT

The proposer certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from participation in this transaction by any Federal, State, County, Municipal or any other department or agency thereof. The proposer certifies that it will provide immediate written notice to the City if at any time the proposer learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstance.

DUNS # (Optional): 963439026

Name of Organization: Provident Resources Group Inc.

Address: 5565 Bankers Avenue, Baton Rouge, LA 70808

Name: Steve Hicks

Signature:  _____

Title: CEO

Date: January 29, 2025